

Message Text

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UNCLAS SECTION 2 OF 2 KHARTOUM 3163

(C) THE LACK OF TRAINED ADMINISTRATORS AT ALL LEVELS IN THE SOUTHERN REGION OF THE SUDAN IS PARTICULARLY ACUTE. DURING THE PROTRACTED CIVIL CONFLICT THAT RAVAGED THE SOUTH BETWEEN 1955 AND 1972 THERE WAS ALMOST A TOTAL BREAKDOWN OF EDUCATIONAL SERVICES, THE CONSEQUENCES OF WHICH AS BEEN TO SERIOUSLY RETARD THE EMERGENCE OF A SKILLED AND TRAINED HUMAN RESOURCE BASE IN THE REGION. FOR EXAMPLE, IN 1976 LESS THE 50 PERCENT OF THE POSITIONS IN THE SOUTHERN REGIONAL MINISTRY OF AGRICULTURE (MOA) REQUIRING BACCALUREATE DEGREES OR DIPLMAS WERE FILLED. BY 1980, THE RATIO OF TOTAL PROJECTED MOA MANPOWER SUPPLY TO AGRICULTURAL MANPOWER REQUIREMENTS AT THE SAME TWO LEVELS WILL BE EVEN LOWER.

(D) PLANS CALL FOR THE ESTABLISHMENT OF A REGIONAL INSTITUTE OF PUBLIC ADMINISTRATION THE SOUTH TO CONDUCT IN-SERVICE AND PRE-SERVICE TRAINING FOR LOWER, MIDDLE AND HIGHER MANAGERIAL STAFF. THE INSTITUTE ALSO WOULD DO RESEARCH AIMED AT THE IMPROVEMENT AND DEVELOPMENT OF MANAGEMENT IN THE PUBLIC AND PRIVATE SECTORS. FIELD SUPPORT FROM DSB WOULD BE EXTREMELY BENEFICIAL IN ASSESSING MANAGEMENT TRAINING NEEDS IN THE SOUTH AND IN ASSISTING IN THE CONCEPTUALIZATION AND PLANNING OF THIS INSTITUTE.

(E) MANAGEMENT TRAINING IN THE SUDAN, FOR THE MOST PART, IS APPROACHED THROUGH GENERAL MANAGEMENT IMPROVEMENT RATHER THAN TYING TRAINING, ADVICE AND
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ASSISTANCE TO SPECIFIC SECTORAL AND SUBSECTORAL OUTPUTS. WHILE QUESTIONING THE ADVISABILITY OF COMPLETELY DIVORCING SECTORAL MANGEMENT FROM CENTRAL GOVERNMENT ADMINISTRATION, THE USAID

STRONGLY BELIEVES THAT AN OUTPUT-ORIENTED APPROACH IS PREFERABLE TO A SPECIFIC EFFORT AT GENERAL MANAGEMENT IMPROVEMENT (STAFF FUNCTIONS, E.G. PERSONNEL, O & M AND BUDGETING).

7. GROUP III (B. MANAGEMENT TRAINING CAPABILITY E. TRAINING METHODS, CURRICULUM DEVELOPMENT, MATERIALS DEVELOPMENT, ETC.)

(A) THE NEED FOR MANPOWER, ESPECIALLY IN THE SOUTH, FAR EXCEEDS THE INSTITUTIONAL ABILITY TO PRODUCE MANAGERS. PROGRAMMING TO MEET THESE NEEDS IS DISAPPOINTING BECAUSE IMPROVED MANAGEMENT IS LARGELY VIEWED AS AN END RATHER THAN AS A MEANS IN THE DEVELOPMENT PROCESS. THIS MEANS/ENDS SEQUENCE NEEDS TO BE REORDERED AND MANAGEMENT SHOULD BE TREATED AS AN ESSENTIAL MEANS TO THE MORE EFFECTIVE TRANSFER OF RELEVANT RESOURCES, PARTICULARLY TO RURAL AREAS. IN ADDITION, MANAGEMENT TRAINING IN THE SUDAN, AS DISCUSSED PREVIOUSLY, FOCUSES PRIMARILY ON IMPROVEMENT OF OVERALL GOVERNMENT-WIDE ADMINISTRATIVE CAPABILITIES, PARTICULARLY THE GENERAL STAFF FUNCTIONS, TO THE ALMOST TOTAL EXCLUSION OF IMPROVING MANAGEMENT CAPABILITY AT THE OPERATIONAL LEVELS OF SECTORAL AND PROGRAM ADMINISTRATION (DEVELOPMENT PROGRAM MANAGEMENT). A MORE BALANCED CAPABILITY IS NECESSARY TO OPERATE AT THE SEVERAL LEVELS OF NEEDED ADMINISTRATIVE IMPROVEMENT.

(B) INSTITUTIONS IN THE SUDAN PROVIDING PUBLIC ADMINISTRATION TRAINING AND MANAGEMENT DEVELOPMENT GENERALLY FOCUS ON TRANSMITTING CLASSICAL KNOWLEDGE
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AND TEACHING FUNDAMENTALS RATHER THAN OFFERING CONCEPTS AND TOOLS USEFUL TO THE PRACTICING MANAGER. TRAINING SHOULD SEEK TO PROVIDE ANALYTICAL ABILITY AND OPERATING SKILLS RATHER THAN SIMPLY KNOWLEDGE OR TECHNIQUES. TECHNIQUES BECOME ABSOLUTE BUT ANALYTICAL AND OPERATING SKILLS REMAIN.

(C) THE PROBLEM OF PROVIDING RELEVANT, PRACTICAL SECTORAL ORIENTED MANAGEMENT TRAINING IS MADE MORE DIFFICULT BY THE FACT THAT MOST FACULTIES LACK ADEQUATE PRACTICAL EXPERIENCE IN MANAGEMENT. A RELATED PROBLEM IS THAT PRACTICAL CASE STUDIES USUALLY ARE NOT AVAILABLE. THOSE THAT ARE USED OFTEN HAVE LITTLE APPLICABILITY TO THE SITUATION IN THE SUDAN. VIRTUALLY NO RESEARCH IS BEING CONDUCTED FOR THE SPECIFIC PURPOSE OF PRODUCING SUDANESE CASE STUDIES AND TEACHING MATERIALS.

(D) IN-SERVICE TRAINING IS LIMITED AND SUFFERS FROM THE ABOVE MENTIONED PROBLEMS, ESPECIALLY FROM TOO THEORETICAL AN ORIENTATION, USUALLY IGNORING ORIENTATION TOWARD REAL PROBLEMS. TRAINING, IN GENERAL, IS CONCENTRATED IN KHARTOUM AND FACULTIES ARE RELUCTANT TO

EXPAND OUT-REACH PROGRAMS BECUASE IT ENTAILS TRAVELING
TO LOCATIONS WHICH OFFER CONSIDERABLY LESS AMENITIES
THAN THE CAPITAL.

(E) THE DEVELOPMENT OF EFFECTIVE ORGANIZATIONS AND
SYSTEMS STAFFED BY CAPABLE MANAGERS IS A LONG-TERM
PROCESS. THE ESTABLISHMENT OF EFFECTIVE TRAINING AND
RESEARCH INSTITUTIONS FOR PUBLIC MANAGEMENT WILL REQUIRE
A DECADE OR MORE. APPROPRIATELY ADPATED IDEAS, SYSTEMS
AND ORGANIZATION CONCEPTS FROM THE DEVELOPED WORLD CAN
BE UTILIZED EFFECTIVELY BY THE SUDAN ONLY IF A BASE OF
MAAGERIAL TALENT IS DEVELOPED. USAID WELCOMES SUCH
FIELD SUPPORT AS DSB IS ABLE TO PROVIDE IN ASSISTING IN
DEVELOPING SELECTED COMPONENTS OF THIS EFFORT.
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